So, before you get in over your head, get to us

fit between your needs and our candidates

Then we apply our proven 24-step recruiting process to ensure a custom

Up to your neck in work? It's time to get help. But Well-qualified, highly motivated individuals who

That's why, for short- or long

a full-time position, it's smart be

Comporary and Temporary-To-Hire Staffing

Ending are the staffing are the That's why, for short- or long-term temporary help or to fill a full-time position, it's smart business to call Dunhill first.

can step in and do the job right - right from the start

- Our pay rates, benefits and skills training are the best, so we can attract and retain the most qualified, most highly motivated temporary workers.
- And if you want to make one of our skilled field employees a full time member of your staff, we offer an easy, convenient transition method. Every Dunhill field employee is personally interviewed, thoroughly skills tested and reference checked.
- Our personnel are experienced recruiters with solid expertise and extensi contacts in the industries they serve. The result is a fast, productive search We study your company's unique staffing needs, so we can develop the

# Its descipling. Geformange.

### **Mission Statement**

We, the members of the Dunhill family of companies, are dedicated to providing quality professional search and staffing services. We pledge to meet the needs and to exceed the expectations of our internal and external customers through the process of continuous improvement.

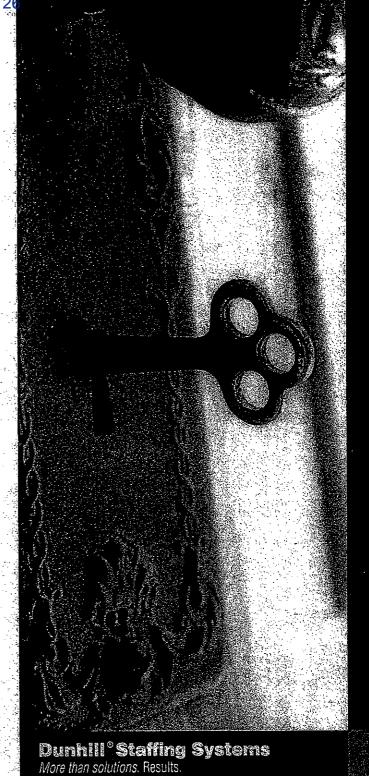
Visit Dunhill on the world wide web a http://www.dunhillstaff.com







NTSA National Technical Services Association



It's more than relationships.

### The 3 Service Options

- Dunhill Professional Search provides direct hire opportunities.
- Dunhill Staffing Systems provides staff for temporary and temp-to-hire positions.
- Dunhill Professional Staffing (Contract) provides business and technical professionals for medium and long-term contract assignments.

### **Professional Search**

At Dunhill we believe there is strength in numbers. Each Dunhill Professional Search office is locally owned and operated, but enjoys the benefit of a National Exchange Network — for those particularly specific staffing challenges that may require national or international candidates.

Dunhill has transformed its search process into a science. We first examine your corporate cultures and philosophies, then we assist in defining the position's responsibilities, expectations and opportunities. It is only after this extensive research that we develop an extensive candidate profile. Our 24-step recruiting process then begins. We qualify and evaluate a candidate's education, experience and personal goals to ensure they adhere to your business principles.

### Areas of Specialty

Information Technology = Finance & Administrative
Services = Healthcare = Sales & Marketing = Technical
& Engineering = Office Administration = International

### Staffing Systems (Temporary)

Every day more than three million people are working in temporary staffing positions. In fact, 95% of all U.S. companies use temporary employees on a regular basis; and over the last decade, the temporary staffing industry's size has quadrupled.

It's inevitable. At some point your business will demand temporary staffing support. At Dunhill, we cater to your needs with personal attention and immediate response with our temporary and temp-to-hite solutions.

While receiving the service of a local business, you'll also benefit from the resources of a dynamic, international corporation.

Our indelible reputation attracts unique field employees with a diverse range of skill levels and experience. With competitive salaries, attractive compensation packages and training incentives, we retain motivated temporary staff who, not only meet, but exceed our expectations.

### Areas of Specialty

Glerical \* General Office \* Marketing Production/Distribution/Assembly Executive Assistant \* Accounting & Finance Legal Support \* Teleservices \* Light Industrial

### **Professional Staffing (Contract)**

Various technical or business tasks may require additional assistance. At Dunhill we seek out and provide these contract professionals for medium and long-term temporary assignments. This gives you the chance to focus on the task, while we handle payroll, taxes, insurance and risk management. Nor to mention that you'll have the opportunity to audition staff on the job before direct hite decisions are made and adjust staffing levels to match peak or intermittent demand levels.

### **Areas of Specialty**

Information Technology • Financial & Administrative Services • Sales & Marketing Technical & Engineering • International

A STATE OF THE

Call your local Dunhill office. When meeting your staffing needs, it's our performance that matters the most.

More than solutions. Results

You need Dunhill. We have

professionals who understand

- Chemicals

Medical Devices

Paper

Petrochemicals

Telecommunications

Equipment

Pharmaceuticals

Rubber & Plastics

Transportation

Water Purification

Right now. The range of technical ight people with the right tasks. ndustry contacts and recruiting and engineering industries we a national network, extensive your business and match the staff includes:

Computer Hardware Computer Software

Electrical Machinery Data Processing

Conservation/HVAC Électronics Energy

**Englineering Services** 

Food Processing

Fabricated Metals

 Instrumentation & Controls

Machinery

Fabrics & Textiles

Our proven recruiting process ensures hat you get the ideal person.

## No guesswork.

expectations. Every time. We've built a national Your needs are our starting point. We take the reputation for applying discipline, dedication ime to really understand your operation, so hat we can meet your unique criteria and and performance to staffing challenges.

# Competent candidates.

Candidates are extensively screened and evaluated to verify skill levels and references before we introduce them to you.

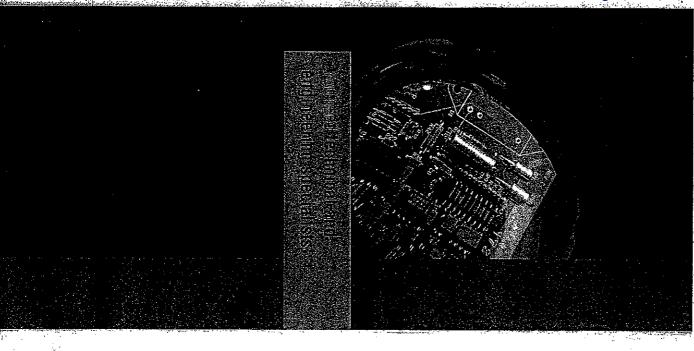
### No surprises.

candidate, we can be confident of our selection. your corporate culture as well as perform at the By conducting in-depth interviews with every We're looking for someone who will fit with highest level of excellence.

# Fast turnaround.

nd all the tax- and insurance-related paperwork. our contract professionals, we handle the payroll, qualifying and interviewing. If you hire one of We'll comb our databases and national network, plus we'll do the legwork - the advertising,

Dunhill, we work on a contingency basis; there's You'll not only save time, you'll save money. At only a fee if you hire one of our candidates.



# Make Dunhill your first hire.

While you're focusing on your core competencies,
Dunhill search and staffing professionals are
working for you. Discover why companies return
time and again to Dunhill offices for all of their
staffing needs, whether it's for temporary assistance
or for the recruitment of full-time personnel or
contract professionals. At Dunhill Staffing Systems,
it's more than solutions, it's results.

Visit Dunhill at www.dunhillstaff.com

You want someone who knows your processes inside out.

Competition is fierce and you can't afford the time for on-the-job training.

You need expertise on a new technology.







industry contacts and recruiting right people with the right tasks You need Dunhill. We have professionals who understand your business and match the a national network, extensive positions we staff includes: Right now. The range of IT

■ Programmer

LAN Analyst

Database Analyst

Systems Programmer

 Project Leader and Supervisor Data Processing Manager

Programmer Analyst

Telecommunications Specialist Database Administrator

MIS Director

Systems Analyst

Technical Support Analyst



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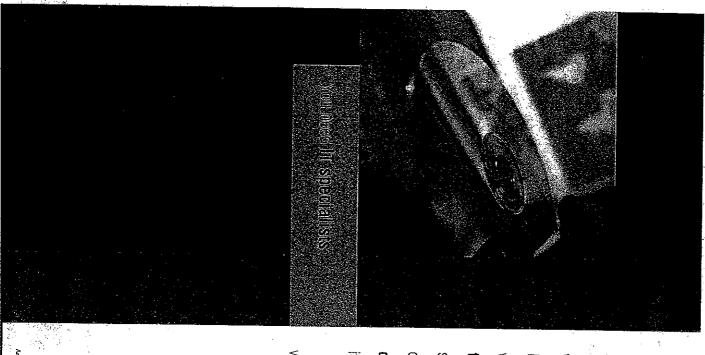
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Visit Dunhill at www.dunhillstaff.com

You're entering the world

and external networks expanding your internal You're updating and

telecommunications access Your sales force needs better







# Why Outplacement?

Maintain the positive relationship between management and remaining employees

Maintain positive public image

RESUME DEVELOPMENT

INTERVIEW TRAINING

JOB-SEEKING SKILLS

letting employees go when they know they will be assisted in Employers feel less guilty for obtaining new employment

"former employees" file for benefits Decrease unemployment insurance expenses by having fewer

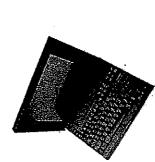
FOLLOW-UP SUPPORT

Decrease "wrongful termination" claims

ELECTRONIC POSTING

CAREER COUNSELING

LABOR MARKET DATA



Outplacement provides your people with:

You need Dunhill. We have a national network, extensive industry contacts and recruiting professionals who understand your business and match the right people with the right tasks. Right now. The range of office support positions we staff includes:

Secretaries

Receptionists

Bookkeepers

Executive Secretaries

 Administrative Assistants

Office Managers

Data Entry Clerks

Word Processors

- Accountants

Teleservices Staff

Legal Secretaries

Clerk Typists

Paralegals

Executive Assistants

Accounting Clerks

 Customer Service Representatives

Our proven recruiting process ensures that you get the ideal person.

## No guesswork.

Your needs are our starting point. We take the time to really understand your operation, so that we can meet your unique criteria and expectations. Every time. We've built a national reputation for applying discipline, dedication and performance to staffing challenges.

# Competent candidates.

Candidates are extensively screened, tested and evaluated to verify skill levels and references before we introduce them to you.

### No surprises.

By conducting in-depth interviews with every candidate, we can be confident of our selection. We're looking for someone who will fit with your corporate culture as well as perform at the highest level of excellence.

# Fast turnaround.

We'll comb our databases and national network, plus we'll do the legwork – the advertising, qualifying and interviewing. If you hire one of our temporary professionals, we will also handle the payroll, and all the tax- and insurancerelated paperwork.

### risk.

You'll not only save time, you'll save money. At Dunhill, we work on a contingency basis; there's only a fee if you hire one of our candidates.



business and match the right people professionals who understand your The range of sales and marketing industry contacts and recruiting with the right tasks. Right now. a national network, extensive

positions we staff includes;

Sales Representative

Regional Manager

Sales Engineer

Product and Brand Manager

Account Executive

Marketing Manager

 Market Development Specialist

Sales and Marketing

District Sales Manager

VP of Sales & Marketing

Our proven recruiting process ensures that you get the ideal person

## No guesswork.

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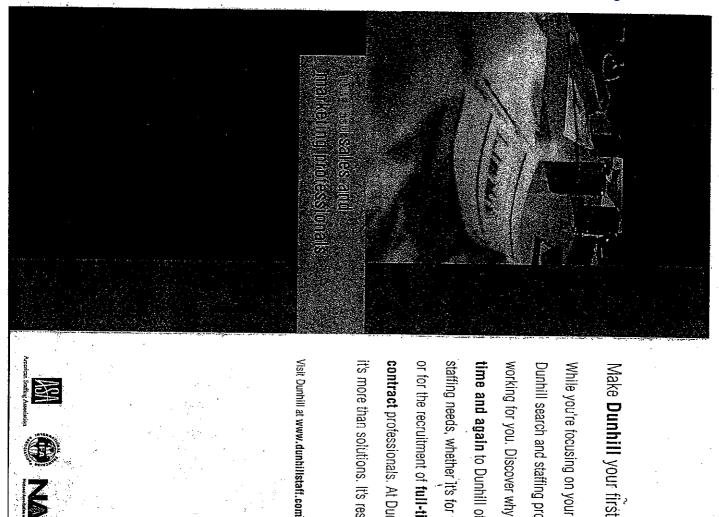
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You need Dunhill. We have









DSS 932

Make Dunhill your first hire.

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and alliance builders. Your e-commerce venture requires product marketers

a new manager now.

Your call center group needs

sales region from the top down. You need to rebuild a major

# You need Dunhill. We have

care positions we staff includes: industry contacts and recruiting right people with the right tasks Right now. The range of health professionals who understand your business and match the a national network, extensive

# NURSING

- Clinician
- Middle Manager
- Director/VP

. Department Head

- ADMINISTRATION
- Accounting/Finance

- · Engineering

# ANCILLARY SERVICES

- Physical Medicine/ Rehabilitation
- Cardiopulmonary, Lab/Radiology
  - Respiratory
- Віотер

Pharmacy

- OTHER
- Dietary
- Staff Physician Perfusionist

Our proven recruiting process ensures hat you get the ideal person.

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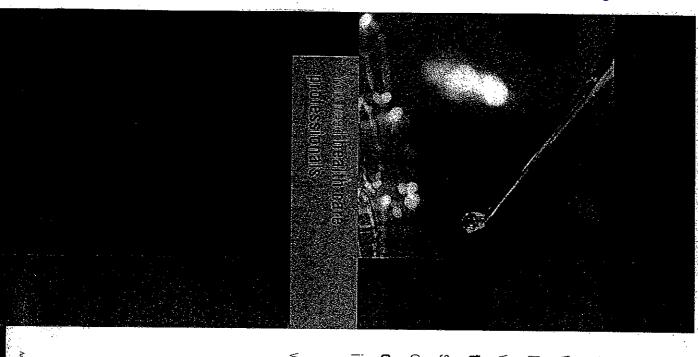
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growing and needs more administrative help. Your medical group is

complete and you're staffing up.

Your hospital's new wing is

Your pharmacy is shorthanded and you need another pharmacist now.

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National Technical Services Association

# You need Dunhill. We have

a national network, extensive

your business and match the right now. The range of accounting and people with the right tasks. Right industry contacts and recruiting professionals who understand

finance positions we staff includes

Auditor

Professionals

Cost Accountant

Tax Accountant

Controller

EDP Auditor

Staff Accountant

Financial Manager

Medical Reimbursement

Accounting Manager

Financial Analyst

APAR Specialists

Our proven recruiting process ensures that you get the ideal person.

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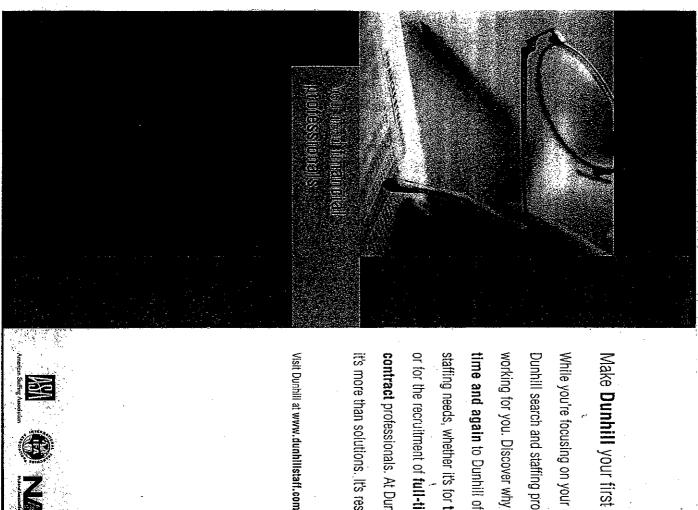
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and you need to bolster your Your company is growing nternal audit stat

and planning to go public.

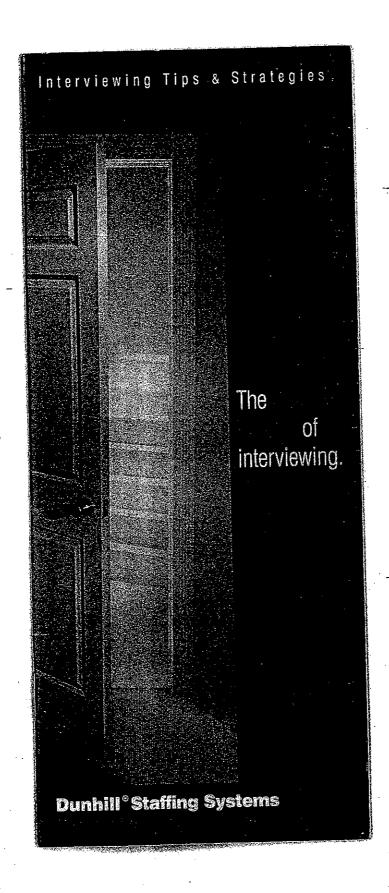
You're merging two companies

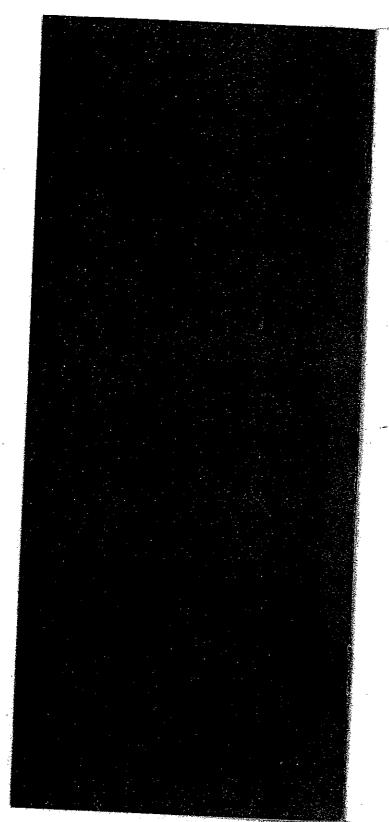
cruncher, an accounting wizard You need a tax expert, a number













### Be Prepared

More than 2 million people have been readied for the job interviewing process by the team at Dunhill Staffing Systems. We're eager to assist you through this process, which can seem overwhelming and downright frustrating. Here we provide you with the tactics and strategies that will lead you in the right direction. After all, the interview is about you — the person that you know best. All you need to know is how to position and sell yourself.

Since 1952, Dunhill has engaged in developing strong relationships with people just like you. In this detailed interviewing guide, we share this knowledge and experience so you will feel more at ease when your future, assets and skills are the main topic of conversation.

### What You Should Know

We are in business to help you accelerate your career.

That's what we do best. Professionals across the country choose to work with Dunhill consultants because of our ability to coach them through the process.

First and foremost, we will provide you with:

- A thorough overview of the interviewing company, including corporate chemistry, culture and environment
- A detailed description of the position, the expectations and requirements
- An explanation of how the position aligns with your skills
- Assistance in preparing a professional presentation that focuses on you and your background

### Sell Yourself

No one knows you better than you. But rarely do you take the time to assess your strengths. When you are searching for a new job, it's the ideal time to focus on what makes you the most qualified choice. An objective self-evaluation will enable us together to prepare a distinctive presentation that will highlight your greatest assets. Because every employer is different and every candidate is unique, we work diligently to align the right personality with the right business chemistry.

Start by asking yourself:

- · Am I a self-starter?
- Am I a team player?
- Am I assertive?
- Am I ambitious?



- Do I take directions well, listen and communicate well?
- Do I prefer others to take the lead?
- Where do I fit in the scheme of things?

Next, make a list of:

- Your strengths and skills
- Strongest area of knowledge
- Personality attributes
- Your success stories

Study this list carefully. When you meet with the hiring official, you want to be able to effectively communicate these assets. It also will help you feel more at ease when describing the experience you bring and the contribution you can make to the organization. This attribute list is the foundation that will help you build a powerful résumé.

### Your Story in One Page.

Your résumé should provide a brief employment history that outlines your responsibilities and achievements at each position. You also should include your education, any notable honors and professional interests. Make your résumé a thumbnail profile, not an epic. It's your secret weapon to spark interest and secure an interview.

Keep it brief. Your résumé should be no longer than two pages, preferably one. Include just enough information to create the interview opportunity. **(4)** 

Do it with style. The type of job and industry you're interested in determines your résumé's appearance. You should employ a conservative presentation on plain white, good-quality paper, using a simple typeface. Make sure your résumé copies are laser printed. If you are sending your résumé via e-mail, Adobe Acrobat is the best program to use because it can be sent crossplatform and is the most readable.

Details and format are critical. Neatness counts, and typographical errors, poor spelling and faulty grammar are unacceptable. Leave wide margins so the interviewer can make notes before, during and following your meeting. If your résumé impresses the hiring official, it will make a difference in whether or not you get the interview.

Accentuate the positive. Your résumé should present your professional background in the most positive manner. Use strong, confident language to describe your achievements. For example, "As the chief manufacturing engineer, I redesigned our assembly line process, cutting production time by 20 percent and this increased profits by project sector by 15 percent." Or, "As senior account supervisor, I brought in seven new clients and increased existing client business by 25 percent. These efforts boosted the agency's profitability by more than 15 percent over the previous year."

Use action-oriented language. Words such as directed, established, created, designed, produced and developed are effective when trying to promote yourself. Think of your résumé as a sales piece for your most important product — you!

(5)

Less is more. Never include age, height, weight, marital status and other extraneous details that will distract from the critical content. Military service is important only if it's related directly to the position you are seeking. Salary requirements aren't appropriate, either. This is usually discussed at the interview stage.

Perfection counts. It may take several drafts to turn your résumé into your ideal sales tool. Examine your first draft carefully, then refine it. Proofread it carefully. Have someone else proofread it, too. Get another opinion on its content and presentation. Now make sure it answers "yes" to the following important questions:

- Does it effectively describe your background?
- Does it highlight your strong points and accomplishments?
- Is it honest and accurate?
- Is it complete, yet concise?
- Is the format clean and attractive?
- Is it a successful sales piece?
- Does it focus on your value to your other employers?
- Does it make you stand out from the crowd?



Sample Résumé

Pat W. Jones 678 Ninth Avenue Phoenix, Arizona 85016 602.555.6789

### **EXPERIENCE**

PROFESSIONAL USA PRODUCTS, Phoenix, Arizona

Manager; Operations, Planning & Development (1993-Present)

Responsible for the design/implementation of the manufacturing strategy involving 1990 - Present the integration of technical systems. Directed the Employee Empowerment process, which involved three direct reports and 1,800 union employees.

- Implemented innovative organization structures and systems resulting in a 30 percent increase in plant capacity and a 10 percent improvement in productivity/effectiveness.
- Compressed manufacturing cycle time by 50 percent through J.I.T. and improved material flow techniques.
- Researched and initiated an Employee Empowerment plan with self-directed work teams and a compensation/reward system with incentives for productivity, quality and effectiveness.

### Plant Controller (1990-1993)

Managed a staff of 20 in all company accounting functions, including cost management, capital budgeting, inventory management, financial planning and general accounting (\$300 million in sales).

- Reduced \$750,000 of nonvalue-added cost in product line through a proactive approach involving cost accounting early in the product design phase.
- Reorganized Accounting Department staff and responsibilities to provide proactive financial data, analytical interpretations and recommended strategies for a world-class manufacturing environment.

### 1982 - 1990

### GOODMAN TIRE AND RUBBER COMPANY, Akron, Ohio

Plant Accountant, General Products Division (1986-1990)

Responsible for reporting, processing and controlling costs, related to \$15 million cast film operation, including reporting and forecasting monthly P&L statements, analyzing corporate allocated charges, distributing costs to product lines and posting actual expenses to the general ledger.

- Reduced operating costs by \$120,000 annually. Improved cash flow performance by \$400,000 through critically evaluating direct costs and corporate allocations.
- Utilized SAS, CA Planner, EASY CALC and MEGA CALC programs to streamline

### Accountant, Corporate Accounting (1983-1986)

Responsible for administering capital budget system, book of capitalized interest, publishing cost audit and three-year plan for capital projects. Designed new accounting systems using SAS programming that reduced clerical activity.

Junior Accountant (1982-1983)

Prepared monthly capital budget report for the board of directors and executive management.

### **EDUCATION &** TRAINING

B.S. Finance, University of Michigan, Ann Arbor, Michigan, 1982 MRP 11/J.I.T. Oliver Wight Program Employee Empowerment Workshop

(8)

### Interview Prep

Once your Dunhill Staffing Systems representative schedules an interview for you with a prospective employer, it is important that you be well prepared. Good preparation instills confidence; and boosts your ability to conduct an impressive interview and eventually receive an offer.

We're back to the strategy of "selling yourself."
You may be a master in your chosen profession —
absolutely brilliant in your job performance. But
if your interview style is perceived to be less than
dazzling, the position will go to someone with
stronger interviewing skills.

### Do the Research

Learning about the prospective employer before the interview will enable you to prepare your strengths and achievements effectively, and increase your odds for getting the job.

It's no surprise that people are pleased when you are aware of who they are and what they do. Know the nature of their business, office locations, all their divisions and number of employees. Using the Internet, this advance research should be simple. If the company is publicly held, check its Dun and Bradstreet listing or Moody's Directory at the local library. These reference resources can provide comprehensive background information.

Make a list of questions to ask during the interview. Remember, the interview is an exchange between you and the interviewer. Be prepared to answer and ask pertinent questions. Through this interactive process, you will discover whether the position provides the compensation and opportunities for advancement you desire.

(9)

Probing questions you can ask may include:

- What are the position's primary responsibilities?
   (Compare with the information provided by your Dunhill representative.)
- Why is the position available? Newly created, vacated, termination?
- What type of learning curve is expected? Who will train you in the new position? How long?
- What are you looking for in the person you hire for this position?
- Who else will you interview? (If anyone)
- How soon do you expect to make a decision?

### Be Alert

During your interview, you'll be asked a wide variety of questions. Be prepared for some surprises and, maybe, some curve balls.

### Anticipate the following:

- What are your professional goals?
- What do you know about this company?
- What is your major weakness?
- What has been your favorite responsibility in previous positions?
- Tell me about your last boss how was he/she to work for?
- Are you willing to relocate?
- Why should we hire you?

### Seize the Opportunity

If your résumé reflects "job hopping," you'll probably be asked about this. A positive explanation is both plausible and appropriate. Stress the attractive/beneficial aspects of each move. Better opportunity. Higher salary. Office close to home. Flexible time was offered.



Keep the focus on seizing the opportunity, without appearing to lack loyalty or dedication. Tough, but it can be done.

You may be asked about the worst position or boss you've had. It's always best to phrase your answer positively. For instance, if a previous supervisor tended not to follow through or delegate well, you should emphasize that you learned to get the information you needed to accomplish the task.

You may be asked about your ability to deal with stress and conflict. A good response to this type of question might be: "During any long-term working situation conflicts inevitably occur, but good communications can resolve problems to everyone's satisfaction." Explain that stress can be part of everyday life in a work environment. Mention practical ways that you alleviate stress through exercise, hobbies, community involvement, life balance, etc.

We don't live in a perfect world. But when it comes to interviewing, the fewer negatives, the better. If you've had an unpleasant boss in the past or the company's work environment was difficult, it's best left unsaid or neutralized.

Also, try to avoid salary discussions during the first interview. Your Dunhill Staffing Systems representative will coach you on the difficult salary questions throughout the interview process.

### The Interview

Once your Dunhill Staffing Systems representative has secured an interview for you, it's up to you to sell yourself to the prospective employer. As a result of your diligent preparation and rehearsal, you should feel confident and prepared for your interview presentation.

Here are a few things to keep in mind before and during the interview:

- Your physical appearance is as important, initially, as your interviewing skills and credentials. Dress attractively, but conservatively, even if you tend to be more flamboyant normally. Men should wear well-tailored, solid-colored suits, prefetably dark blue or gräy; solid neutral shirts; striped or solid-colored ties; dark, well-polished shoes; solid black or navy socks. And, don't forget to get a good haircut. Women should wear business suits or tailored dresses with jackets; medium-heeled, closed pumps; and hose in a neutral color. Avoid frivolous jewelry and have your hair done in a conservative style. Remember, first impressions count.
- Be punctual. Arriving five or ten minutes early is fine, but no earlier. It appears to be putting pressure on your interviewer. If it seems you'll be late, even if it's only five or ten minutes, be sure to call with an explanation. If it's feasible, make a test run to the interview location before your meeting. Check out the parking facilities, correct entrance to the office, etc. And, if your interview is during rush hour, allow for extra travel time.
- If you complete an application before the interview, remember that salary shouldn't be discussed until after an offer is made or is imminent. Leave that section blank.

12)

- When the interviewer greets you, offer a smile, a firm handshake (not a knuckle breaker, of course) and look him/her straight in the eye. Making eye contact establishes your confidence.
- Elaborate. Your résumé is the "sales tool" that got you the interview. The interview is your opportunity to expand upon your résumé information and sell yourself. Say enough to get your point across without overanswering.
- Don't inquire about benefits (vacation time, benefit plans, bonuses, etc.) during the first interview. You should concentrate your discussion on the position's responsibilities and future growth potential. The interviewer will mention benefits when he/she feels it is appropriate.
- If you're offered the position and it meets with your expectations, accept it! If you're ambivalent, don't refuse the offer outright. Thank the interviewer(s) enthusiastically and ask for some time to consider. This will give you some time to think about it and to discuss some of your concerns with your Dunhill consultant. Your Dunhill representative can often negotiate in your favor on conditions that might prevent you from accepting the offer.
- If you're not offered the position at the interview, be realistic. Frequently, other people must be consulted before the offer is extended. Or, the hiring official may want to discuss your candidacy further with your Dunhill representative. Also, other candidates may be scheduled for interviews, and the hiring official may want to complete that process before making a decision.

### Send A Follow-up Letter Immediately

After your interview, follow up immediately with a letter to the interviewer(s). Whether you've been offered the position or are still under consideration, this serves to strengthen your position in terms of professionalism. (13)

The letter should convey thanks for the opportunity to interview, plus emphasize your enthusiasm for the position and the company. Include any thoughts about the position's responsibilities and what contributions you can make that may or may not have been discussed during the interview.

Close your correspondence by stating that you look forward to further discussion about the opportunity. If a second interview was mentioned, say that you'll follow up with a phone call within a couple of days to schedule that meeting. Mail your letter the same day or the day after your interview.

In addition to composing your thank you note, it is very important to contact your Dunhill Staffing Systems consultant. He or she has been doing most of the legwork for you, up until the interview stage. Immediately after the interview, call your Dunhill representative to provide comprehensive feedback on how the interview went. This will give your Dunhill representative an accurate recap to help strategize a follow-up approach with the hiring official.

Your Dunhill representative will continue to coordinate the hiring process by arranging any subsequent interviews, salary negotiation and relocation requirements, establishing a starting date and resolving any open points in terms of questions on either side of the process.

Now you're ready to engage in the interview process. The key to your success is preparation. Dunhill will handle the opening and closing of this process for you. But only you can provide — and sell — your greatest assets to the prospective employer. Be confident. Take control. Enjoy the moment. You are prepared for a successful interview and an exciting new career opportunity.

### **Mission Statement**

We, the members of the Dunhill family of companies, are dedicated to providing quality professional search and staffing services. We pledge to meet the needs and to exceed the expectations of our internal and external customers through the process of continuous improvement.

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